Accountability Report Transmittal Form

FY 2001-2002

Agency Name: South Carolina State Library

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Section I – Executive Summary

1. <u>Mission and Values</u>

The South Carolina State Library's mission is to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The State Library's values are:

- ❑ *Quality.* The South Carolina State Library endeavors to provide services of the highest quality.
- ❑ *Knowledge.* The South Carolina State Library believes that a well-trained and knowledgeable staff is its greatest asset.
- ❑ *Freedom of Information.* The South Carolina State Library believes freedom of expression is a fundamental right of a democratic society and supports the Library Bill of Rights and the Freedom to Read Statement.
- ❑ *Access to Information.* The South Carolina State Library believes all citizens regardless of their location or means should have access to library and information services.
- ❑ *Equitable Treatment.* The South Carolina State Library provides services to its customers in a fair and unbiased manner.

2. <u>Key Strategic Goals for Present and Future Years</u>

The South Carolina State Library has the following strategic goals to meet the needs of the people of South Carolina:

- ❑ Provide information resources and services to meet the needs of the people of South Carolina
- ❑ Provide statewide programs to support local library services
- ❑ Serve as the advocate for libraries in South Carolina
- ❑ Encourage cooperation among libraries of all types
- ❑ Continuously improve State Library operations and services

3. <u>Opportunities and Barriers That May Affect Success in Fulfilling Mission and Achieving Strategic Goals</u>

Because the State Library is a small agency, partnering with agencies and organizations with similar goals and objectives is a must. During these challenging economic times, the success or failure of these partnerships can have a dramatic impact on the library's ability to fulfill its mission. Along with making use of viable partnerships, the agency is also funding several critical initiatives with federal dollars. This is proven to be more difficult than in the past because certain agency operations can no longer be funded under newly revised federal guidelines. Because of these factors and recent budget cuts, the library has had to perform a comprehensive and critical examination of its programs and services. Consequently, staff, well aware of the atmosphere of uncertainty about the continuation of agency programs, are experiencing stress and uneasiness. Although they continue to fulfill their day-to-day job responsibilities, all have concern about job security and agency restructuring.

An extensive FY 2002 self-study revealed the necessity for agency restructuring as early as January 2003. Restructuring, in this current fiscal climate, will provide the agency with new opportunities with program development and redesign. Additionally, with many senior mangers participating in the TERI program, restructuring will enable the agency to manage succession planning. A process of intense examination of management functions, for possible reassignment of mid-level managers and other professional staff, provides an opportunity for the creation of additional avenues for success, rather than additional barriers to meeting the agency's strategic goals.

An effective restructured agency will assist in the continuation of successful programs such as DISCUS – South Carolina's Virtual Library. Nevertheless, even programs like DISCUS continue to experience lack of expansion due to budget limitations. For example, although DISCUS usage statistics continue to increase, the budget has not allowed the addition of new databases – despite requests from schools and libraries using DISCUS. Additionally, with the agency continuing to operate without a state funded library materials budget, it will be necessary to appoint, in FY 2003, a study team to examine the State Library's collections and their use. The team will also need to develop recommendations for the future of collection development— particularly in regard to traditional library materials.

4. Major Achievements from Past Year

✓ *Meeting Budget Reductions and Planning for the Future:*

The South Carolina State Library's major achievement during FY 2002 was surviving the unprecedented massive budget reductions. The year began with a budget 11.32% less than FY 2001. It was reduced by 4% in November 2001 and by 2.52% in March 2002. For the year, the budget was cut by 17.84%. Since the State Library was already operating with an inadequate budget, these cuts were devastating. As positions became vacant, they were not filled. The agency has 50 authorized FTEs. At year's end, it had 45 positions filled. Prospects for further cuts in FY 2003 will cause the agency to continue to leave unfilled positions vacant. To compensate for loss of staff, remaining staff took on additional duties. An example, staff from Talking Book Services and Administrative Services provides main desk/switchboard coverage as the agency's receptionist position is vacant. Another example is the consolidation of mail pick-up/delivery services. Other actions included depleting the agency's state appropriated budget for library materials and scaling back operating hours from 8:30a.m.~6:00p.m. to 8:30a.m.~5:00p.m.

The State Library was successful in convincing the General Assembly to fund public library technology aid from education lottery funds. This achievement was significant since neither the House nor the Senate included such funding in initial drafts of the education lottery spending plan. In fact, the State Library assisted a House Member in putting together a bi-partisan coalition of 64 House Members who agreed to co-sponsor a floor amendment to include public libraries. As a result, the FY 2003 Appropriations Act provides $1.5 million to public libraries from education lottery funds pending cash availability. Additionally, several public libraries benefited from First Steps to School Readiness grants. The State Library Director serves as an ex-officio member of the state's First Steps Board, and public libraries are represented on local First Steps partnership boards. Also, public libraries received federal grant monies from the State Library to purchase a set of quality picture books to improve pre-schoolers' access to

reading materials. In the face of experiencing dramatic budget reductions of State Aid to County Libraries, this new legislation coupled with additional grant funding provided a positive impact on public libraries.

Budget reductions, a significant number of senior management staff enrolled in the TERI program, and the lack of a state funded materials budget prompted management to reassess its plans for meeting agency strategic goals. In order to get a detailed picture of which agency programs were absolutely essential versus those that could possibly withstand downsizing, an agency wide self-study was undertaken. The self-study revealed the need for an FY 2003 internal reorganization.

The State Library completed its 5-year evaluation of the Library Services and Technology Act federal grant program. This evaluation was used as the agency began drafting its 5-year plan for federal fiscal years 2003-2007. The State Library's programs are heavily subsidized by these funds. An example of this is DISCUS, which received $1,633,000 from state appropriations and $375,395 from federal grant funds through the Library Services and Technology Act.

✓ *Collaborative Efforts:*

By any measure, DISCUS – South Carolina's Virtual Library is a success. Administered by the South Carolina State Library, DISCUS is a major resource for information seekers whether at home or while on site at local public, school or academic libraries throughout the state. In FY 2002, more than 4.6 million full-text items were viewed, a 21% increase from last fiscal year. In its short five-year history, over 15 million full-text items have been viewed. No major new databases were added this year due to funding limitations. DISCUS provides database access to an electronic library of essential information learning resources. In most cases, libraries would not be able to purchase databases that are available through DISCUS. If, for example, public schools had to purchase DISCUS databases individually, it would cost them more than $12.2 million, which is much higher than the $2 million the State Library spends for DISCUS.

PASCAL (Partnership Among South Carolina's Academic Libraries), as it becomes fully operational, will be a complementary program to DISCUS. The State Library actively participates in this effort to provide cooperative services to the state's public and privately supported institutions of higher education.

A positive development over the past few years is a joint funding effort by the South Carolina State Library, the South Carolina Arts Commission, and the South Carolina Humanities Council. In order to coordinate their statewide literary arts programs, the agencies needed to hire a literary arts programmer, something each agency could not afford to do individually. To accomplish this, the agencies pooled funds to hire for this position. A literary arts programmer is now on staff at the SC Humanities Council. This is an excellent example of a partnership that works.

Another collaborative effort involves the Talking Book Services program and the Library of Congress, National Library Service for the Blind and Physically Handicapped (NLS). The director of the Talking Book Services program participates as a member of the NLS Digital Long-Term Planning Group. This group will review decisions made by NLS in the design and development of the future digital talking book program. Additionally, the group will work with

NLS staff during the next four years to identify opportunities the digital world provides to improve library services to blind and physically impaired citizens.

The State Library continues to participate as a member of the SC Access to Information Technology Coordinating Committee, whose purpose is to ensure that state agencies comply with federal regulations requiring accessible government information for citizens with disabilities.

✓ *Training Efforts:*

The 2002 Gates Training Initiative began with a $100,290 grant from the Bill and Melinda Gates Foundation for extended training for public library staff. The training program, designed by South Carolina State Library staff, includes courses in Microsoft Office products, Internet Security and Web Design, PC Maintenance, and Networking. The classes were conducted by trainers from Microbyte Computer Center, Itech Solutions, New Horizons, SOLINET (The Southeastern Library Information Network), and members of the South Carolina State Library staff. The classes were held regionally across the state in Columbia, Goose Creek, and Spartanburg. The first half of 2002 was a great success for the Gates Training Initiative. Ninety-three percent of the more than 400 participants evaluated the classes as very good to excellent.

The agency's web site continues to meet accessibility standards for the physically impaired and other improvements are ongoing. Distribution lists continue to be developed for improvement of communication with customers. The agency's Computer Training Room (CTR) received a hardware upgrade of seventeen new trainee workstations and a new trainer workstation. These improvements continue to provide South Carolina library staff members and state government employees with high quality training opportunities in the areas of Internet-based research, database searching, and library-related technology skills.

✓ *Improvement for Citizens with Disabilities:*

Information access for South Carolinians with visual impairments and reading disabilities was expanded when the South Carolina State Library, through it contract arrangement with the Newsline Network for the Blind (NN®), was able to participate in nationwide toll-free access to the NN system. Toll-free service, funded by the Institute of Museum and Library Services, makes it possible for South Carolinians statewide to use the NN® voice telephone newspaper service, whereas just a year ago, only those living in the Columbia area had free access to the NN®. Using synthesized speech to deliver audio versions of newspaper text through the telephone, the system provides 52 daily newspapers from across the country to hundreds of thousands of people unable to use standard print newspapers. Even during difficult fiscal times, the South Carolina State Library maintained its commitment to the provision of quality information services to the state's citizens with disabilities.

✓ *Conclusion:*

Despite massive budget cuts, the State Library continues to provide an extensive continuing education program and serves as an information resource for citizens of the state through their local libraries, for state government agencies and for citizens with disabilities.

Section II – Business Overview

1. Number of Employees

   The South Carolina State Library has authorization for 50 full time equivalents, twelve of which are federally funded. At fiscal year end, only 45 or 90% of these positions were filled. The five vacant positions were state funded positions.

2. Operation Locations

   The South Carolina State Library operates from two facilities. Administrative Services, Talking Book Services (formerly: Department for the Blind and Physically Handicapped) and Library Development are located at 1430 Senate Street in Columbia, SC. Library Services is located at 1500 Senate Street in Columbia, SC.

3.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 1,681,822	$ 1,416,646	$ 1,678,891	$ 1,357,894	$1,699,968	$ 1,319,045
Other Operating	$ 3,953,449	$ 2,912,527	$ 3,598101	$ 2,622,286	$2,086,648	$ 1,018,129
Special Items	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Permanent Improvements	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Case Services	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Distributions to Subdivisions	$ 7,669,170	$ 6,988,630	$ 6,506,708	$ 5,826,289	$ 6,214,860	$ 5,564,860
Fringe Benefits	$ 442,836	$ 369,578	$ 457,915	$ 365,799	$ 453,733	$ 345,805
Non-recurring	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Total	$13,747,277	$11,687,381	$12,241,615	$10,172,268	$10,455,209	$ 8,247,839

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	$ 0	$ 0
Capital Reserve Funds	$ 0	$ 0
Bonds	$ 951,273	$ 396,212

4. Key Customers

The South Carolina State Library's key customers include South Carolina citizens; blind and physically impaired citizens; SC state government employees; public, academic, special and school libraries.

5. Key Suppliers

The State Library's key suppliers are library supply and equipment vendors, library materials vendors, online database information vendors, state government service agencies, computer and automation vendors.

6. Description of Major Products and Services

Services to Citizens: The South Carolina State Library provides library services to all South Carolina citizens through the public libraries in each county. Individuals are also welcome to visit the State Library to use materials from the collection. The library maintains a book collection, audiovisual collection, and DISCUS - South Carolina's Virtual Library for all citizens.

Services to Citizens with Blindness and Visual/Physical Impairments: The South Carolina State Library's Talking Book Services Program (formerly: Department for the Blind and Physically Handicapped) provides free library services and special format materials to eligible South Carolinians. Reading materials and playback equipment are mailed, postage-free, to registered readers and are returned by the same process. Anyone unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations or diagnosed learning disabilities may receive service.

Services to Members of the SC General Assembly and SC State Government: The South Carolina State Library provides direct library and research services to members of the General Assembly and employees of state government agencies. The library provides a collection of print, audiovisual and electronic resources, which includes DISCUS - South Carolina's Virtual Library.

Services to Libraries: The South Carolina State Library works with all types of libraries to make information resources available to citizens, to provide statewide programs, to encourage cooperation among libraries, and to serve as the advocate for libraries in the state. Library Development consultants assist libraries in the state with a variety of services including: continuing education, children and youth services, funding and state aid, and DISCUS - South Carolina's Virtual Library. Although, the key product is improved library services, some intangible products include annual Summer Reading Program materials, other promotional materials, workshops and seminars.

7.
ORGANIZATIONAL STRUCTURE
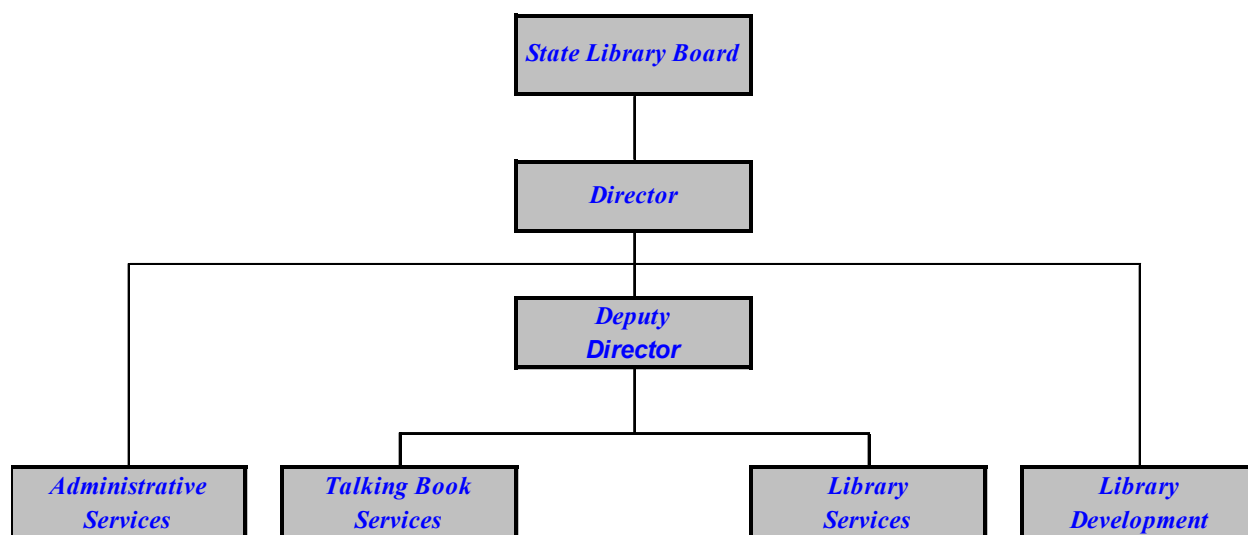
The Director, who is responsible for the operation of the agency, is appointed by and is responsible to the Board of the State Library. A deputy director assists the director. Four service areas perform the work of the library. A brief description of each follows:

Administrative Services. Provides support services in the areas of budgeting, financial management, human resources, procurement, public relations, and facilities management.

Talking Book Services (formerly: Blind & Physically Handicapped Services). Provides library service to individuals who are unable to use conventional print materials due to blindness or other physical limitations. Reading materials are provided in special formats (recorded, large print, and Braille).

Library Services. Coordinates DISCUS – South Carolina's Virtual Library. Provides research services to state government agencies. Provides statewide reference and interlibrary loan service to supplement local library resources. Operates the South Carolina Library Network through the maintenance of a computer-based library network and communications system that facilitates sharing of library resources and services. Acquires, catalogs, classifies, and makes available all materials used in the library program.

Library Development. Provides consultant services to public libraries to further the development and improvement of library services statewide. Administers state and federal grant programs.

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Leadership

1.1a-c. The agency's management team (Director, Deputy Director, and Department Heads) annually develops a 3-year strategic plan, which is presented to the State Library Board for review, evaluation and subsequent adoption. An annual business plan is also developed and includes the agency's mission, values, vision, role statements, and an action timeline. Progress is monitored at monthly management team meetings. Department heads use both plans when developing performance appraisal documents. The plans are posted on the agency intranet for staff access and print copies are also distributed. The Agency Director and Deputy Director keep staff informed of developments affecting the agency's operations and plans.

1.1d. The agency utilizes work teams (often crossing departmental lines) to address agency needs. Some current agency teams are Management, Accountability, Emergency, Collection Development, Home Page and Intranet. These teams make recommendations that enable the agency leadership to utilize effective long range planning, and they provide critical feedback into existing programs and services.

1.1e. The agency has a formal training and orientation program for new staff. The agency's Staff Development and Training Plan is updated as warranted and copies are provided to staff. The plan is designed to encourage staff to seek continuing education and training opportunities. Every staff member is encouraged to obtain at least 10 contact hours of training a year. The agency's continuing education coordinator monitors the implementation of the plan. Supervisors also provide ongoing task-specific training to staff.

1.1f. The agency's overall operational structure, mission, and values provide the ethical framework operation of all programs and services. The agency has adopted the Ethical Principles for South Carolina State Government Service, as well as the American Library Association's Code of Ethics.

1.2. The South Carolina State Library has a proud tradition of providing quality information services to its customers, which includes libraries, state government employees, and blind and physically impaired citizens. The agency's strategic plan has a customer service focus. Department managers emphasize a service attitude among staff through periodic departmental meetings designed to review service operations and address customer needs. The agency periodically conducts formal user satisfaction surveys to determine customer needs. In FY 2002, the South Carolina State Library surveyed its registered talking book users for input on the effectiveness of its programs and services. The survey was followed with a meeting of the TBS Advisory Council and resulted in program improvements that expanded loan periods, initiated regular mailings of listings of new large print acquisitions, accelerated the development of Internet access to an online catalog, and updated cassette book inspection quality control procedures.

The agency maintains close contact with its key customers (the libraries of the state, state government agencies and blind and physically impaired patrons) through a variety of methods,

e.g., newsletters, meetings, correspondence, direct contact, etc. The agency has appointed a number of advisory committees to gain feedback on programs and services in certain areas, such as the Talking Book Services and the DISCUS programs. The agency sponsors several information exchanges that provide opportunities for customers to gather for discussion and brainstorming of common management, customer service, and other program or policy issues. Topics have included information services, public relations and marketing, library technical services, children and youth services and information systems management.

1.3.   The key performance measures that senior managers review on a regular basis are:

❑ *Direct Customer Service.* The Talking Book Services program tracks the number of new patrons registered, the number of one on one personal contacts made with patrons concerning their service, and the number of materials circulated to readers (expressed in terms of circulation per registered reader). Library Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site.

❑ *Public Library Services.* Library Development tracks the number of consulting contacts with public libraries, the number of these contacts that involved construction services, and the grants-in-aid program for public libraries.

❑ *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audiences include State Library staff, other state employees, library staff members and school media specialists.

❑ *Children and Youth Services.* Senior managers track the agency's services to children and youth, which cross departmental lines. The State Library provides grants-in-aid to public libraries for children and youth services. K-12 access to DISCUS and participation in summer reading program activities are measured.

1.4.   Even though the State Library has a formal organizational structure, it is actually a relatively small agency where every employee has regular access, both formal and informal, to senior managers. There is also an agency staff committee that coordinates staff meetings and provides a comfortable, non-intimidating mechanism for staff, particularly lower level staff, to voice concerns. The management team (Director, Deputy Director and Department Heads) uses staff meetings, regular departmental meetings, and informal encounters to gain employee feedback.   Monthly management team meetings are used to assess progress toward agency objectives, to discuss employee concerns, and to develop strategies for changes when such is warranted.

1.5.   As a public agency, the South Carolina State Library ensures that its facilities are well maintained and accessible to everyone. When problems with the physical plant are noted, they are communicated immediately to the Office of General Services. The agency operates out of two buildings. Both are accessible to the physically impaired, as are the services provided. The agency's web site is regularly reviewed and updated to meet accessibility standards.

The agency evaluates its programs on a continual basis. It maintains extensive statistics on usage of its services. Statistical analysis is used to determine trends. The many advisory committees and information exchanges, regular communication with customers, visits to public and other libraries, distribution lists, and other communication devices are used to gather feedback from customers. This information is used to determine the usefulness and effectiveness of the State Library's programs and services.

1.6. The agency operates under a 3-year strategic plan. The management team (Director, Deputy Director, and Department Heads) annually develop this plan along with a companion annual business plan. The annual business plan includes action items to be accomplished during the year. The State Library Board adopts the plan. The plan is discussed with staff at the departmental level. This plan is the major document used to communicate key organizational priorities for the year. The plan is posted on the agency intranet. Periodically during the year, the management team communicates with staff to keep them abreast of progress toward goals and/or obstacles that may prohibit the agency from reaching its goals. Agency plans are also posted on the agency's web site to inform external customers about the agency's direction for the year.

1.7. The agency is an active participant in the First Steps to School Readiness initiative. It maintains an active presence in the blind and physically impaired community through annual participation in blind consumer group conventions, exhibiting at local community health fairs (including those that target the minority community), and through formal presentations on talking book services to disability groups across the state. The agency works with local public libraries to identify local needs and provides libraries with assistance to meet these needs. The State Library, through the Palmetto Book Alliance, participates as a co-sponsor of the annual South Carolina Book Festival. Through their local public libraries, child care providers around the state have easy access to State Library videos located on child care topics. The South Carolina State Library develops and updates popular booklists used by South Carolina teachers and librarians. Finally DISCUS – South Carolina's Virtual Library ensures that all South Carolinians, now from home as well as through their local school, academic, public and institutional libraries, have access to full text materials that support their educational and recreational information queries.

Category 2 – Strategic Planning

2.1. The agency's management team (Director, Deputy Director, and Department Heads) annually develops a 3-year strategic plan, which is adopted by the State Library Board. The current plan includes 5 strategic directions with strategies designed to address these directions. An annual business plan is also developed with action items (with a time line) to be accomplished during the year. The plan includes the agency's mission, values, vision, and roles statements. Progress is monitored at monthly management team meetings.

A major consideration in developing agency plans is the rapid pace of technological change, especially in the computer and telecommunications areas. The agency must keep up with these changes to maintain its current level of services and to meet changing customer needs and

expectations. State appropriated dollars are simply not there to (1) provide for the enhancement and maintenance of its human resource capabilities and needs and (2) develop new programs and services to meet the ever increasing information needs of our key customers and stakeholders. State budget cuts in FY 2002 and projected budget cuts in FY 2003 further impair our ability to provide even a basic level of support and service to key customers and stakeholders. Additionally, because guidelines for the use of federal funds have changed, the agency will absorb the full impact of the lack of adequate state appropriated dollars. Its administration of federal funds will not compensate for state budget cuts. State Library programs, services, collections, human resources, and long sought after partnerships continue to experience a decline in quality due to inadequate funds.

2.1a. The agency receives information of the needs and expectations of its key customers (the libraries of the state, state government agencies and blind and physically impaired patrons) through a variety of methods, e.g. newsletters, meetings, correspondence, etc. A formal system for gathering this information is in place. The agency appoints a number of advisory committees to gain feedback on programs and services in certain areas, such as the Talking Book Services and the DISCUS programs. The agency sponsors several information exchanges where customers come together to discuss common problems, and how the State Library can solve them. These exchanges cover topics such as access to information services, public relations and marketing, technical services, children and youth services.

2.1b. Sixty-nine percent of the overall State Library budget is pass through State Aid to County Libraries. This assists the agency in meeting its primary goal of providing information access, through local libraries, to all South Carolina citizens. However, the scenario also leaves the State Library with an extremely small budget for operating the agency's programs. The lack of an adequate operating budget continues to be uppermost in the minds of the management team (Director, Deputy Director, and Department Heads) when developing the strategic and annual business plans. Performance excellence is difficult to achieve with the continual decline of budgetary resources.

2.1c. The State Library has only 50 authorized FTEs (38 state funded and 12 federally funded) to implement agency programs; however, due to budget cuts, at fiscal year end only 45 of these positions were filled. Five state funded positions remain unfilled. It is anticipated that further cuts in FY 2003 will again reduce the number of staff employed. The agency is currently analyzing its programs with the desired outcome being a major reorganization in FY 2003. This reorganization will put the agency in a better position to meet the needs of its various customer groups.

2.1d. In developing the strategic plan and annual business plan, the management team is cognizant of the limited resources at its disposal to effect any significant change. Recent strategic plans have moved the agency forward on a number of fronts. Through creative management and the efforts of a dedicated staff, this progress was accomplished with limited resources. The management team will continue to strive toward excellence even under the continued difficult conditions. The reality of the FY 2002 budget cuts and projected FY 2003 budget cuts means there is little room for improvement in any area without adversely affecting another area.

2.1e. The State Library's strategic plan and annual business plan do not address suppliers and contractors in any significant manner. The plans do take into consideration the needs of partners, which are usually the same group as our customers. The fiscal situation of our partners is usually very similar to that of the State Library. Partnering with the State Library allows them to accomplish goals and to meet objectives that they cannot realize independently, and the same is true of the State Library.

2.2.   The State Library develops an annual business plan that is based upon the 3-year strategic plan. The business plan includes action items with a detailed timeline for accomplishment within the specified fiscal year.   The management team assesses progress at its monthly meetings and is able to redirect resources as needed to ensure accomplishment of the goals and objectives of the plan.

2.3.   The strategic plan and annual business plan are communicated to staff by the department heads. The documents are used to communicate key organizational priorities. They are posted on the agency's Intranet. At periodic intervals the management team communicates with staff to keep them abreast of progress towards goals and/or potential obstacles that may keep the agency from reaching its goals. During these times, particularly in relationship to obstacles, staff are encouraged to provide input regarding ways to avoid or overcome such. Staff is also praised for efforts that result in progress toward goals. Agency customers are informed of agency plans through web site postings, targeted memos, informal communication and contact with various advisory council representatives.

Category 3 – Customer Focus

3.1-2. Key customers and stakeholders are identified by their research and information needs and through careful interpretation of the agency's mission, vision, values, and authorizing legislation. As such, all state government employees, public library administrators and their personnel, blind and physically impaired South Carolinians, and members of the General Assembly are the agency's key external customers and stakeholders. Additional stakeholders are customer groups with an interest in the success of actions of the agency such as statewide disability consumer groups like the National Federation of the Blind of South Carolina (NFB of SC), collaborative entities such as the Palmetto Book Alliance (PBA), First Steps to School Readiness, South Carolina Humanities Council, South Carolina Arts Commission and the South Carolina Partnership for Distance Education.

The agency's customer chain allows services and programs to reach the ultimate key customer, i.e., any citizen of the state. Part of the chain is the South Carolina Library Network. It allows the agency to identify and meet requirements of external customers in public, school, special, academic and institutional libraries. State library products and services pass through each of these library systems en route to its key customers and stakeholders.

The agency's internal customers are its employees, all of whom rely on the products, services, and performance of each department to set organizational direction and to build relationships with key external customers and stakeholders.

The agency's internal process requirements are the mechanisms by which citizens receive South Carolina State Library services and utilize its collections. Customers receiving direct service or loan of materials must qualify as either state government employees, members of the General Assembly, or citizens with qualifying physical impairments. Citizens with disabilities must provide proof of disability certification. All other citizens may borrow items and receive agency services indirectly through the initiation of information requests at their local libraries. These information requests are then met through interlibrary loan and the participation of libraries of all types in the South Carolina Library Network.

Customer key requirements for services of the State Library consist of research needs/ information services. State government employees require a broad range of up-to-date reference, research, and support materials (print and electronic) relevant to the goals and objectives of their agencies. Members of the General Assembly require the same to assist them as they endeavor to meet the demands of their elected positions. Both groups require a superior level of personal interaction and timely response from the agency's information services staff. To meet these requirements, the South Carolina State Library must be staffed by qualified, competent information professionals with access to high quality continuing education opportunities. It is the South Carolina State Library that provides the informational support that assists state government employees and elected officials in meeting the information needs of the citizens of the state.

Public library administrators and their staffs require statewide programs and professional consultant services that support local library services. They require a centralized collection that frees them from the purchase of expensive specialized materials. Libraries of all types require access to DISCUS - South Carolina's Virtual Library, an electronic library of essential information and learning resources. A highly skilled research and technical staff capable of providing training is also a key requirement. Additionally, local public libraries require responsible management of state and federal grant programs for the improvement of local library services—particularly those that expand and enhance children and youth services. These essential support mechanisms are not possible without a strong and well-funded State Library agency.

Citizens with disabilities require accessible collections that support recreational, professional and educational information needs, personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services. Because of the statewide reach of the Talking Book Services program, citizens with reading disabilities do not experience disparate access to special format resources and services.

3.3-4. The process for obtaining customer information is linked heavily to user surveys and focus groups. The State Library consultants from various agency departments provide information, suggest and discuss possible courses of action, and lend assistance and support to public library directors and staff, trustees, Friends groups, and state and local government officials. Libraries and patrons are surveyed on a regular basis on such topics as continuing education, interlibrary loan, and children and youth services, and various aspects of customer services. Customer needs

are communicated to relevant parts of the organization through departmental meetings and electronic and/or written correspondence from department heads.

Information from customers is used to pinpoint service areas needing improvement, enhancement or elimination. If evaluation and analysis of survey results reveal that customer suggestions for improved services fit within the mission, vision, goals, objectives, and budgetary constraints of the agency, then the process for development of alternative delivery mechanisms or service improvements commences. When an appropriate plan is fully developed and approved by the agency's leadership team, an implementation plan is structured, communicated to relevant agency staff, and put into action. Priorities are determined based upon the agency's annual business plan timeline and goals and objectives of the strategic plan.

Customer complaints are handled on a one-on-one basis. Complaints communicated through frontline customer services staff are relayed to department managers. Managers then assess complaints and respond or, if warranted, consult with senior leaders before responding. Every effort is made to reach a satisfactory resolution. Complaints by customer groups are managed through the agency's formal organizational structure and may involve one or more departments. All customer complaints receive appropriate follow-up.

3.5. Customer/stakeholder satisfaction is qualitatively measured through feedback and communication from key personnel directly responsible for services. Quantitative data resulting from needs assessments and regular surveys of the agency's key customers are compiled and statistically reported to departments. Additionally, professional staff use informal networks and professional affiliations to obtain feedback from key customer groups and stakeholders. Frontline customer service staffs communicate unusual/non-routine internal and external customer concerns to department managers.

3.6. Positive relationships are not only built on a one-on-one customer and agency employee interaction but also through statewide marketing programs. Major public information activities, which build relationships with various customer bases, include:

❑ South Carolina Reads, a cooperative project of the State Library, The State newspaper, the SC Humanities Council, and public libraries, designed to have South Carolinians read the same book and for organized discussion programs held in public libraries across the state;
❑ BEST (Book Evaluation Selection Training) Center, a project of the University of South Carolina, School of Library and Information Science, that supports teaching, learning and research related to children and young adult literature. The center relocated to the State Library during FY 2002. This move affords the Center greater visibility and provides facilities adequate for hosting outreach programs;
❑ Promotion of the Talking Book Services program. During FY 2002, at 38 statewide events, staff participated in promotional efforts that reached community service organizations, professional caregivers, disability service providers, educators, and citizens age 55 and over;
❑ Promotion of DISCUS – South Carolina's Virtual Library occurs at library, educational, and technology meetings and conferences;
❑ Co-sponsorship of the South Carolina Book Festival which is coordinated by the South Carolina Humanities Council;

- ❑ Promotion of services to state government through the web site, "SConnects for State Government"; and
- ❑ Recognition of the ten outstanding South Carolina State government publications is held in conjunction with Freedom of Information Day.

These innovative programs foster positive relationships between the agency and all current and future customers.

Category 4 – Information and Analysis

4.1-2.   Since many services and programs of the State Library are qualitative in nature, it is difficult to statistically and numerically determine a return on investment with regard to customer service. Library users are unique and have a diversity of informational and research needs. Many services are measured, such as DISCUS usage, interlibrary loan usage, reference questions answered, consultant inquiries handled, and the lending of materials to the blind and physically impaired; however, the qualitative results provide solid evidence of how State Library services are benefiting its customers. These services are directly linked to the agency's annual business plan. Data accuracy is determined through respondent confidentiality and detailed results retention, and is then used to determine the level to which a specific service area is in need of adjustment.

4.3.   Data on library usage is used in decision-making in a number of areas. DISCUS use statistics reveal which databases are being used. Little used databases are dropped, while new databases are added based upon recommendations of users via the database selection committee. Interlibrary loan usage statistics and collection usage by state government employees determine selection of library materials. The library selects materials in areas receiving heavy use, and eliminates purchasing or selectively purchases in little used areas. The content of other local area library collections, such as that of the University of South Carolina, is also a factor in the materials selection process. Data that correlates to the work of the agency's consulting services department are obtained through statistical survey instruments distributed to public libraries. When applicable, comparison measures from South Carolina Public Library Standards are used. Data compiled is used by public library directors, staff and board members, and the State Library to assess the quality and effectiveness of library services, to determine areas for improvement, and as a basis for planning for the future. Collected data includes but is not limited to in-house library material use per capita, library sponsored program attendance per capita, local income as percentage of total operating income, public service hours per FTE, juvenile registration, and summer reading program participation. As a result of the agency's consulting services and data collection, public library staffs, trustees, state and local government, and other organizations receive advice and assistance—from knowledgeable professionals—that allows informed decision making on a variety of issues such as budget and personnel management, childrenand youth services and library construction. Comparison data collected on South Carolina public libraries show a continual improvement of the state's public library systems.

4.4.   Customer needs, as communicated through informal and formal channels such as meetings, surveys, focus groups, etc., receive primary consideration in the decision-

making processes of the agency. The State Library collects data on a number of performance indicators and also collects data from statewide public and academic libraries. The data collected is used to make decisions concerning:

- ❑ types of databases to be purchased
- ❑ types of print materials to be purchased
- ❑ types of continuing education programs needed
- ❑ types of consulting needed

Traditionally, libraries collect data on usage, number of customers, size of materials collection, and number of items added and withdrawn from collections within a specific time period. The State Library collects data on use of its print collection, as well as new electronic resources. The size of the collection is not as important as it might have been in the past. As stated before, technological advances have made access to information (in-house or via remote access to electronic formats) the key to quality information services. The State Library also provides continuing education and staff development and training for libraries across the state, state government workers, and internal staff. Enhancement of the skills of local library staffs in providing library services and of state government employees in using library information and research services is the ultimate goal. Data is collected on attendance at these offerings and evaluation surveys are administered to all participants. Evaluative responses are compiled and comparison data are used by the agency's Continuing Education Coordinator to develop a calendar of training events for the subsequent year. Workshop participation data is used as a measurement to determine if funds expended for training are being used efficiently. Data are collected on libraries represented, agency staff represented, and workshop evaluation ratings by attendees.

The State Library publishes an annual report and an annual statistical summary of comparative public library data. The annual report contains comparative statistics on academic, state institutional, college and university, and public libraries. South Carolina libraries use this data in a variety of ways. For instance, public libraries use it to justify budget and program requests presented to library boards and funding bodies. The annual report also contains numerical data on all agency programs, services, facilities, and staff.

Category 5 – Human Resources

5.1.   The South Carolina State Library supports the continuing education of library staff and provides staff development and training opportunities in the use of information technologies in today's knowledge-based society. Because the success of this combined traditional and technology-based enterprise rests ultimately on the effectiveness of the State Library staff, it is important that each member has the skills, knowledge, and commitment necessary to provide appropriate levels of service. Staff development and training activities are, therefore, an essential component to fulfill the agency's mission and vision. The State Library's administration strongly supports these activities and considers them an integral part of the overall library program.

5.2.   Staff development and training is a continual process that orients, trains, and develops each individual throughout his/her association with the Library. It includes a broad range of activities addressing the training and developmental needs of library staff that are related to job performance and personal growth. Coordination of such training is through the Continuing Education Coordinator. Providing programs focused upon the development of interpersonal skills, personal enrichment and timely topics of a general interest is the responsibility of the Staff Development Committee. Ultimately, however, it is the responsibility of each individual and that individual's supervisor to assess his/her needs and to identify opportunities for personal growth. State Library support for personal development activities is pursuant to the department's needs.

Responsibility for the implementation and success of the staff development and training program is shared by the Library Administration, the Continuing Education Coordinator, the Staff Development Committee, library departments, supervisors, and individual staff members.

The identification of employee training needs is a combined effort shared among the Continuing Education Coordinator, Department Heads, and Employees. Departmental needs assessments provide the Staff Development Committee with information needed to promote staff development throughout the agency. All employees are encouraged to obtain a minimum of ten continuing education contact hours per state fiscal year. Training effectiveness and transfer of training is handled through a staff development report form and one-on-one follow up with the employee's immediate supervisor.

5.3   The State Library's Employee Performance Management System is linked directly to its compensation plan. The agency's ability to make financial rewards has been severely limited due to current budgetary constraints. To the degree possible within existing fiscal resources, the State Library rewards employees who consistently contribute to the successful accomplishment of the State Library mission. The State Library has awarded salary increases to employees assigned additional duties and/or responsibilities that increase the overall scope of the positions or complexity of their jobs. The agency also awards salary increases to employees who gain additional knowledge or skills which enhance their job performance and contribute to the overall mission of the agency.

5.4   The State Library utilizes various methods to determine employee well being, satisfaction and motivation. The State Library's managers and supervisors maintain an open door policy at all times and encourage employee-supervisor communication. The State Library also has an established staff committee to recommend activities for improving staff morale.

5.5   In reaction to September 11 events, the administration created an emergency evacuation team. A detailed emergency evacuation plan was developed and tested by the staff. Pertinent information was added to the intranet about Anthrax and other hazardous materials. The State Library complies with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation. The Safety Support Unit of the Office of General Services periodically performs unannounced inspections of the buildings at 1430 Senate and 1500 Senate. When deficiencies are noted, immediate action is taken to correct problems. Additionally, new employee orientation procedures include safety awareness. All supervisors must strictly adhere to the procedures. Every effort is made to ensure that preventive measures

are taken to avoid workplace injuries and the ill effects of an inadequate working environment. The agency continues to strictly enforce its smoke-free workplace policy. When the agency's budget allows, ergonomically designed computer furniture will be purchased to replace outmoded furniture that has the potential to create repetitive motion stress injuries. When special situations regarding health problems of an individual employee are brought to the attention of management, immediate corrective action specific to that employee's situation is taken. The health and safety of employees, as well as that of library visitors, is a top priority for State Library management.

5.6   The State Library annually participates in the United Way of the Midlands and the Good Health Appeal. The agency encourages its employees to join professional associations and organizations related to their job.

Category 6 - Process Management

6.1.   Key Design and Delivery Processes

Core Processes	Sub-Processes	Stakeholders
Research and Reference Services	- Reference interview process - Readers Advisory - Playback equipment support - Collaborative liaisons for service enhancements - Interlibrary loan - Special format materials lending - Question answering - Electronic information access training - Web site enhancements - Voice messaging - State-wide toll free access - Onsite personal service - Referral to other state agencies/organizations	- State government employees - General Assembly members & staff - Other elected officials - Libraries - Blind and physically impaired citizens
Consultant Services	- Facilities - Human Resources - Budget - Grant Services - Data collection & synthesis - Technology - Special populations	- Public Library staffs - Public Library boards - County officials - South Carolinians
Administrative Services	- Budget - Financial Management - Human Resources - Procurement - Data collection - Facilities management - Technology	- Elected officials - State agencies - Federal agencies - Vendors - Public Library staffs - SC State Library staff
Continuing Education Services	- Education and training - Certification of public librarians - Data collection	- SC State Library staff - Public, academic, school & institutional library staffs - Public Library boards
Advocacy and Marketing	- Public relations - Statewide marketing - Education - Partnerships	- Libraries - Governments - Elected officials

6.2.   To ensure that key performance requirements are addressed in daily operations, the agency's management team links all products and services to core competencies outlined in its strategic plan. The following model is used:

❑ Define the project's purpose and scope.
❑ Gather data and information on current processes
❑ Develop preliminary plan, seek input from appropriate professional staff and internal teams, finalize plan, develop implementation timetable, and implement plan.
❑ Evaluate both the solutions and plans used to implement them.
❑ Standardize work methods for solution.
❑ Analyze customer feedback to plan for future services that meet customer/stakeholder requirements/expectations. Maintain and use methods proven to be effective.

6.3.   Staff continuously gets input from stakeholders through formal and informal processes. Processes change and improve to meet customer needs. New technologies are continually introduced for improvement of key support processes. These include, but are not limited to the use of email communication and the distribution of software to improve access to important information on state and federal government funding changes that directly affect local libraries' program and service improvement. Email and toll free telephone lines provide library staffs and citizens with easy access to State Library personnel and services. Monthly statistics assist staff in noting inconsistencies and changes to process effectiveness. A continual review, during monthly management team meetings, of the agency's progress in meeting the goals and objectives of its annual business plan and agency strategies ensures that key performance requirements are addressed in daily operations. This review process also provides a mechanism for evaluation and re-tooling of plans and strategies for implementation during the next planning cycle.

6.4.   Staff maintains partnerships with other library/reading associations to collaborate on promoting and marketing of services and resources to citizens on an ongoing basis. Many library vendors support online ordering systems for economical purchasing and efficient lending of library materials. Statistics are reported regularly to verify acceptable turnaround times for materials requested. Contacts are maintained regularly with library suppliers. Partnerships are maintained with disability consumer groups and other state agencies whose key customers are or include members of the disability community.

Category 7 - Results

7.1-7. Key external customers and stakeholders are all state government employees, public, school and academic library administrators and their personnel, blind and physically impaired South Carolinians, members of the General Assembly and ultimately all South Carolinians. Because providing service to and supporting the goals and objectives of the agency's key external customers and stakeholders are the reason for its existence, top-level aggregate measures of agency-wide performance, presented in this section, reflect customer focus, organizational effectiveness and human resources results only.

The key performance measures that senior managers review on a regular basis are:

❑ *Direct Customer Service.* The Talking Book Services program tracks the number of new patrons registered, the number of one on one personal contacts made with patrons concerning their service, and the number of materials circulated to readers (expressed in terms of circulation per registered reader). Library Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site.

❑ *Public Library Services.* Library Development tracks the number of consulting contacts with public libraries, the number of these contacts that involved construction services, and the grants-in-aid program for public libraries.

❑ *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audiences include State Library staff, other state employees, and public library staff members and school media specialists.

❑ *Children and Youth Services.* Senior managers track the agency's services to children and youth, which cross departmental lines. The State Library provides grants-in-aid to public libraries for children and youth services. K-12 access to DISCUS and participation in summer reading program activities are measured.

Financial, market, supplier and partner results are not routinely tracked and designs are not developed for statistical measurement within the State Library's operational and management system. As such, performance measurements for these areas are not reflected in this category. Instead, what follows this text is graphic presentation that highlights the State Library's performance and improvements in areas that allow fulfillment of the agency's mission, i.e., *to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs.* The areas highlighted are:

❑ **Provision of services to blind and physically impaired citizens**. Citizens with disabilities require accessible collections that support recreational, professional and educational information needs, personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services.

Business results: The State Library actively promoted its Talking Book Services program through participation in a variety of exhibit events across the state. As the first step in meeting the information needs of blind and physically impaired South Carolinians is to register those eligible for services, such promotional and public education efforts continue to result in an increase, 2% for FY 2002, in the registered readership for the program. Additionally, in keeping with the State Library's goal of obtaining input on the effectiveness of its programs and services, an FY 2002 survey of users of the Talking Book Services program was conducted. Subsequently, numerous patron service computer profile

adjustments were made to more closely match the needs of each individual reader and to allow each to determine the number of special format titles circulated to them at any one time. These adjustments resulted in a more efficient process in matching reader interests to titles selected, thereby decreasing the number of direct contacts needed with some readers and the total number of special format titles circulated to each at any one time. In summary, at the end of FY 2002, the Talking Book Services program had a larger readership with key customers receiving an improved level of personalized service.

- ❑ ***Provision of services to state government employees and other citizens***. Citizens across the state need easy access to information. To make the most efficient use of state's information resources, state government employees use library services to answer research, policy, and data requests affecting delivery of governmental services and resources to South Carolinians. South Carolina libraries use information services, collection and research materials of the State Library to fulfill customer/citizen requests. Partners include state government, libraries, and South Carolinians, all functioning to connect citizens to the personnel, collections, and services of the South Carolina State Library.

  As the Internet has become a primary source for information statewide, nationally and internationally, the State Library recognizes that the Internet provides citizens and libraries with another access point to information. This includes not only information about the agency but about other governmental entities. The State Library staff continually evaluates and selectively disseminates quality information available via the Internet.

  Business Results: User requests/customer interactions increased by 7% from FY 2001 to FY 2002 demonstrating that services and materials are vital to State Library customers. This was accomplished without increasing staffing. Additionally, a 21.5% increase in agency web-site hits demonstrated the increased usage of the Internet as a primary information source.

- ❑ ***Provision of DISCUS access.*** DISCUS – South Carolina's Virtual Library provides equal access to information and learning resources to all citizens. Subscription electronic resources of high quality are made available through all school, college and public libraries. They are also available 24 hours a day, 7 days a week from every resident's home or office Internet PC. This content is particularly supportive of the needs of teachers and learners in K-12 schools and higher education. During FY 2002, the State Library enhanced DISCUS access for K-12 users and greatly improved its related training, support and promotional materials and services.

  Business Results: Usage increased 21% from FY 2001, with more than 4.6 million full-text articles and other documents obtained from DISCUS resources. Individuals served by schools and libraries with meager budgets had access to the same high quality resources as those who are served by more prosperous institutions. The state realized another year of "cost avoidance" in excess of $15-20 million, since the DISCUS statewide subscription carries a huge discount over the price that each individual institution would pay on its own for the same resources. Further economies of scale are realized through the State Library's development of training and promotional materials and provision of technical support for all institutions.

❑ ***Provision of children and youth services***. One of the agency's major contributions to the provision of children's services is its coordination, through its consultant services division, of a statewide summer reading program. Participation in the program's activities is measured. The agency's management of state and federal grant programs offers aid to local libraries for the expansion and enhancement of all children's services. Several public libraries benefited from First Steps to School Readiness grants. The State Library Director serves as an ex-officio member of the state's First Steps Board, and public libraries are represented on local First Steps partnership boards. Also, public libraries received federal grant monies from the State Library to purchase a set of quality picture books to improve pre-schoolers access to reading materials.

Business Results: Across the state, thousands of children participated in the summer reading program, attesting to the success of the program in encouraging children to maintain and enhance their reading skills. Although actual data is not available, it is estimated that 6,078 more children participated in FY 2002 than in FY 2001. Approximately 81,797 children (ages 3 to 11) participated based upon a percentage estimation. The State Library's sponsorship and coordination of the statewide summer reading program has supported and enhanced the state's literacy initiative.

❑ ***Provision of consultation services***. Public library directors and trustees utilize State Library consultation services daily. These services involve providing advice and guidance on human resources, marketing, children and youth services, adult services, extension services, building programs, budget, volunteer services, training of new board/trustee members. The existence of this service allows local libraries to receive professional assistance without having to expend local funds for the expertise of outside private consultants. Centralized consultant services provide South Carolina library staffs and boards with unlimited access to a staff of highly skilled professionals.

Under the consultation umbrella is the agency's management of state and federal grant programs to improve local library services. Fully, 69% of the overall State Library's general fund budget is pass through State Aid to public libraries.

Business Results: Agency efforts and contacts in this area increase year by year, substantiating the need for the continued provision and funding of consultation services. 7,693 consultation contacts – a 32% increase – were made during FY 2002. The State Library passed through to public libraries, statewide, $6,902,920 in state and federal funds – a decrease of 19.5% due state budget reductions.

❑ ***Provision of training services***. The State Library provides a Continuing Education (CE) program for libraries across the state, state government workers, and internal staff. Customers, through focus groups and surveys, request additional training to improve research and technology skills. Data are collected on attendance (libraries, agency staff, and state government employees represented) at these offerings and evaluation surveys are administered to all participants. The agency's CE Coordinator develops new offerings using comparison data compiled from CE surveys/focus groups. The 2002 Gates Training Initiative began with a $100,290 grant from the Bill and Melinda Gates Foundation for

extended training for public library staff. The training program, designed by South Carolina State Library staff, includes courses in Microsoft Office products, Internet Security and Web Design, PC Maintenance, and Networking. The classes were conducted by trainers from Microbyte Computer Center, Itech Solutions, New Horizons, SOLINET (The Southeastern Library Information Network), and members of the South Carolina State Library staff. The classes were held regionally across the state in Columbia, Goose Creek, and Spartanburg. The first half of 2002 was a great success for the Gates Training Initiative. Ninety-three percent of the more than 400 participants evaluated the classes as very good to excellent.
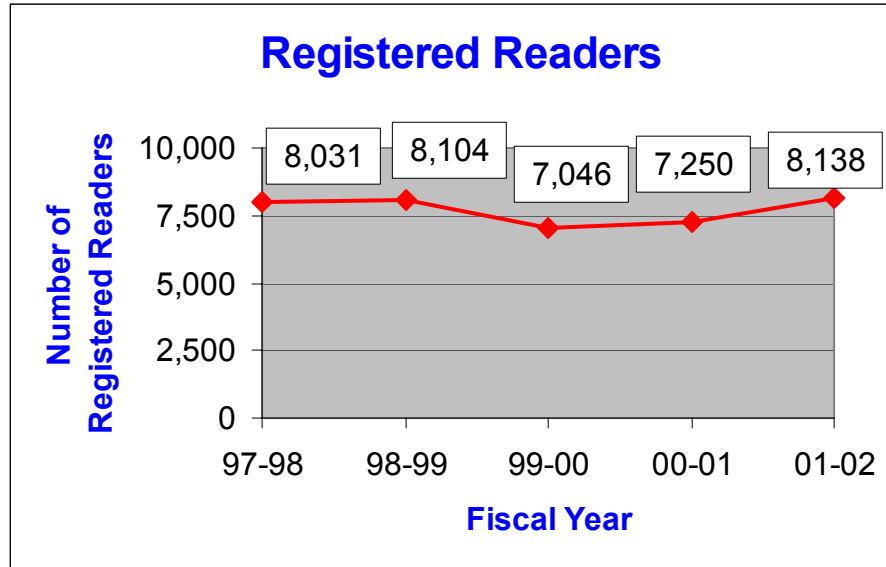
Business Results: The State Library was able, with the receipt of a Gates Foundation Training grant, to increase training opportunities. 174 training events were made available in FY 2002 as opposed to 115 in FY 2001 – a 51% increase. As a result, 909 additional employees of public libraries and state government agencies received State Library sponsored training – a 50% increase.

Evaluation and assessments for each class room experience provide the agency with data on classes needed and the effectiveness of classes already offered. Libraries and state employees use skills obtained at these training events to improve their organizational efficiency.
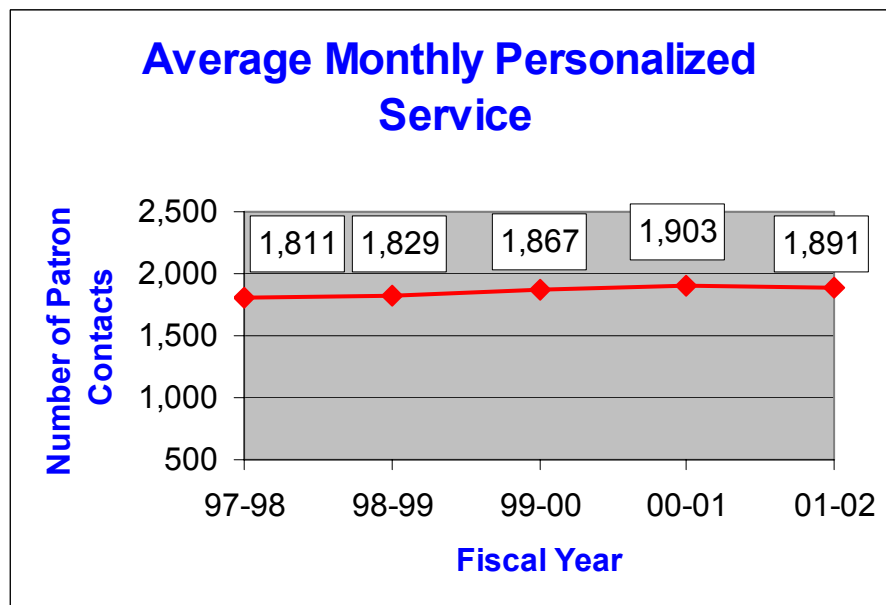
Graphic presentation that highlights the State Library's performance and improvement in all areas described in this section follows.
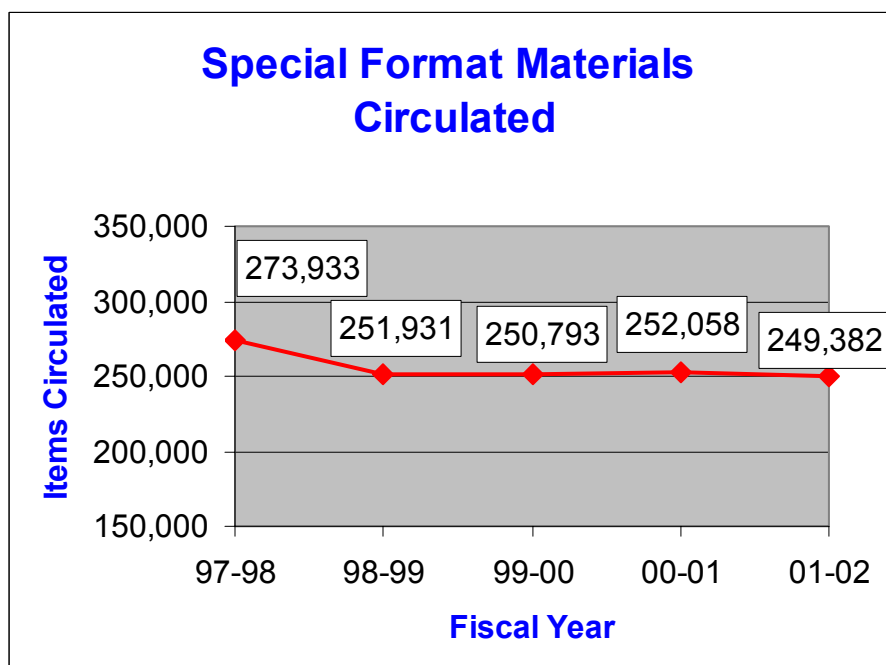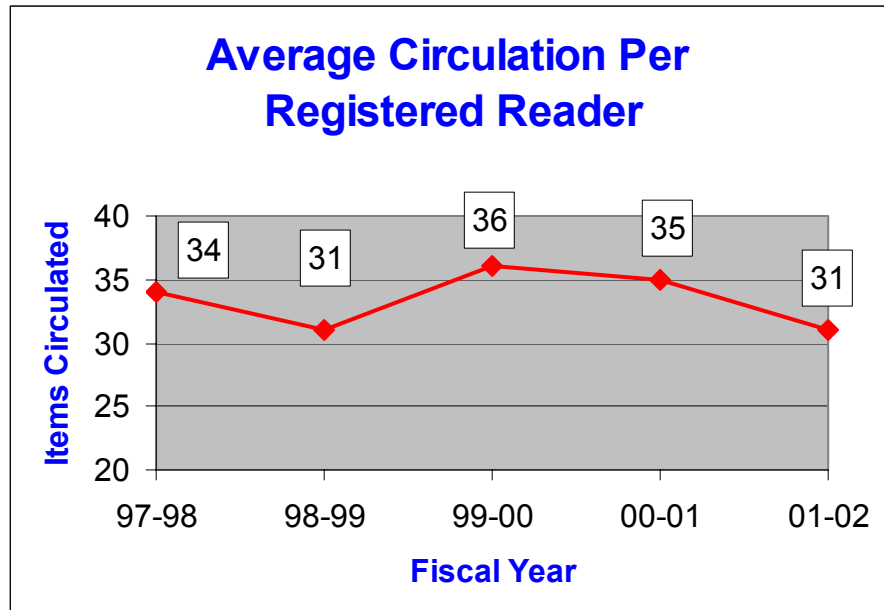
Category 7 – Results – Graphic Presentation

Key Results: The number of registered blind and physically impaired South Carolinians using the Talking Book Services program increased by 2% from FY 2001 to FY 2002.

Registered Readers

Fiscal Year	Number of Registered Readers
97-98	8,031
98-99	8,104
99-00	7,046
00-01	7,250
01-02	8,138

Key Results: An FY 2002 user satisfaction survey resulted in numerous patron service computer profile adjustments to more closely match the needs of each individual reader. Improving the automated process of matching titles to reader interests resulted in a decrease in the number of direct contacts needed.

Average Monthly Personalized Service

Fiscal Year	Number of Patron Contacts
97-98	1,811
98-99	1,829
99-00	1,867
00-01	1,903
01-02	1,891

Key Results: Patron service computer profiles were adjusted to allow readers to determine the number of special format titles circulated to them at any one time. The lowering of this number, to provide the level of personalized service requested by readers, resulted in a slight decrease of circulation figures.

Average Circulation Per Registered Reader

Fiscal Year	Items Circulated
97-98	34
98-99	31
99-00	36
00-01	35
01-02	31

Special Format Materials Circulated

Fiscal Year	Items Circulated
97-98	273,933
98-99	251,931
99-00	250,793
00-01	252,058
01-02	249,382

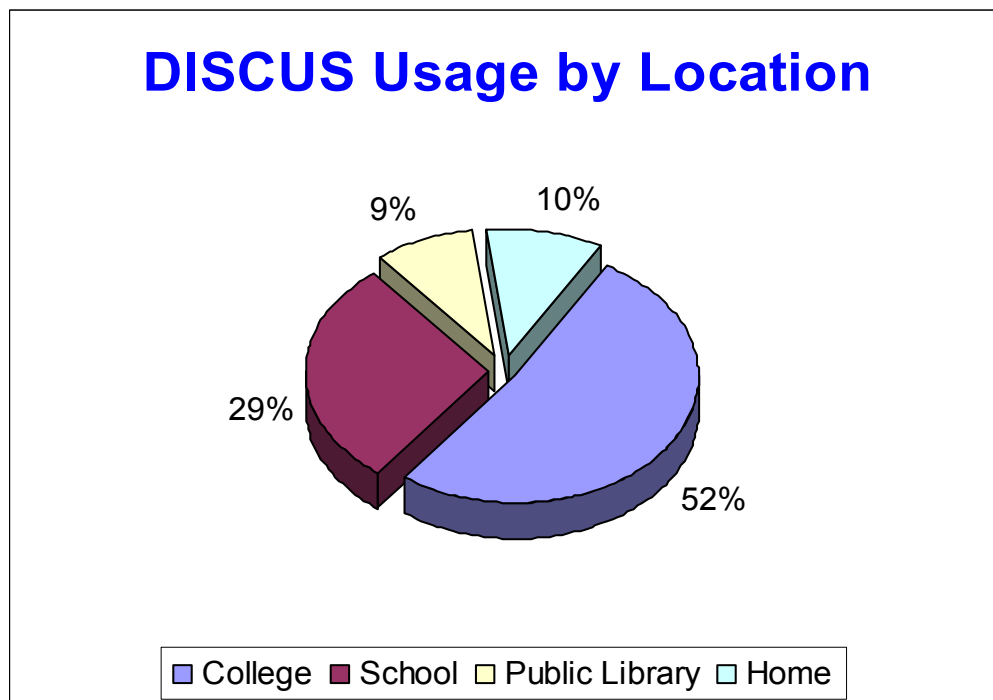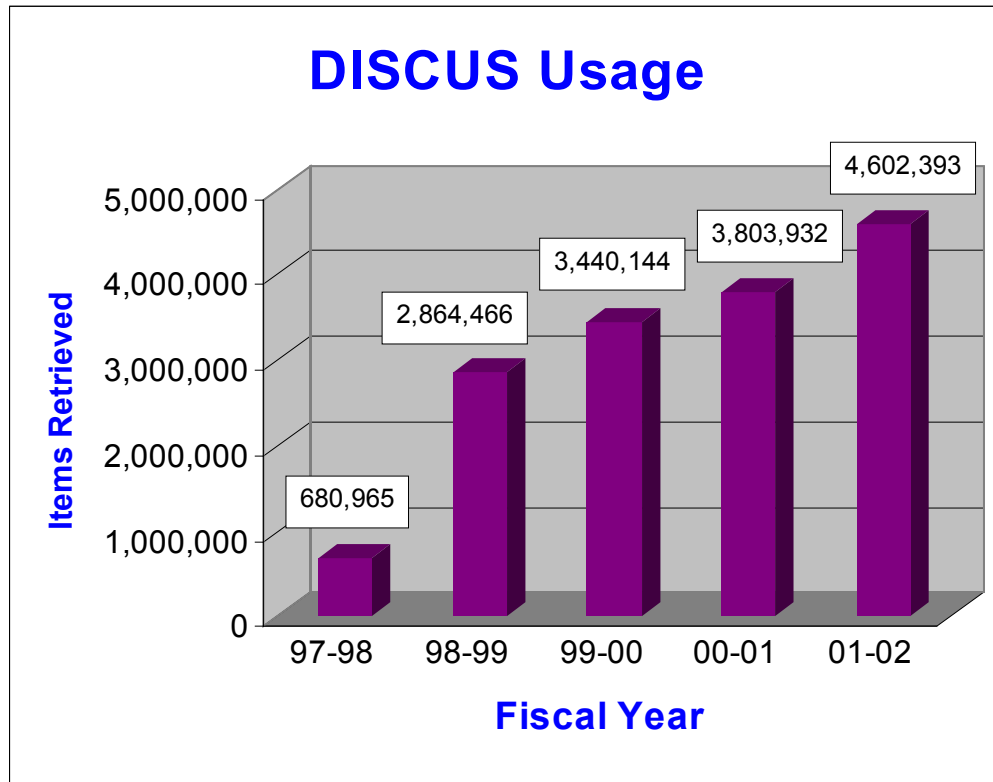*Key Results:* In FY 2002, a 7% increase in customer interactions (i.e. items circulated, reference questions researched, articles retrieved from databases) occurred meeting the needs of state government employees and other South Carolinians.
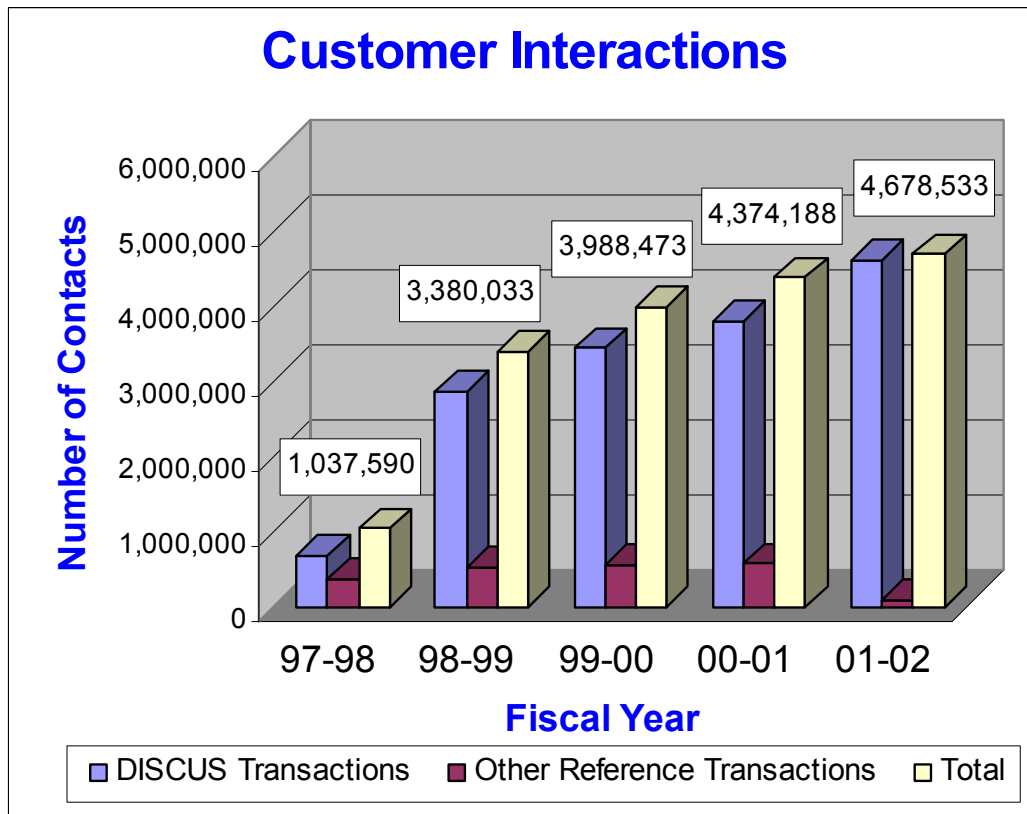
***Key Results:*** A 21.5% increase in web-site hits (State Government Web Page and SC Connects for Libraries) occurred during FY 2002 showing increased usage of the Internet as a primary information source.

Web Page Activity

Number of Hits vs. Fiscal Year

Fiscal Year	Number of Hits
97-98	346,837
98-99	404,541
99-00	531,756
00-01	1,603,236
01-02	1,948,716
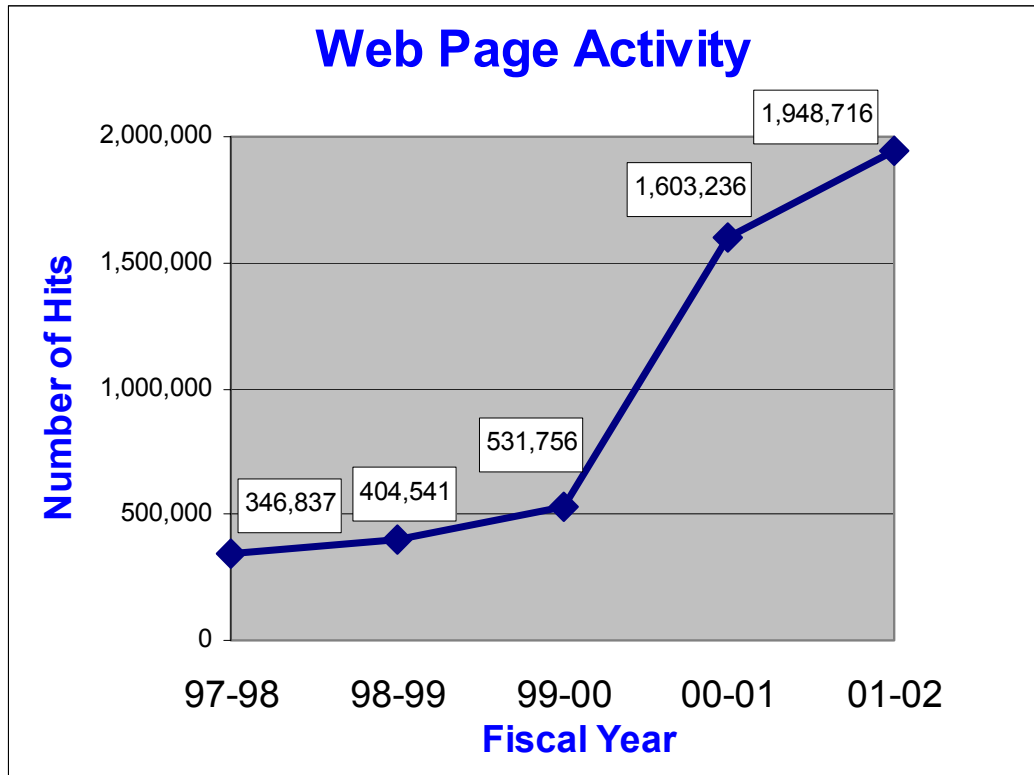
Key Results: A 21% increase was realized in the number of full text articles retrieved by South Carolina citizens through their offices, home, public libraries, academic institutions and K-12 school library media centers.

DISCUS Usage

Items Retrieved vs. Fiscal Year:

- 97-98: 680,965
- 98-99: 2,864,466
- 99-00: 3,440,144
- 00-01: 3,803,932
- 01-02: 4,602,393

DISCUS Usage by Location

- College: 52%
- School: 29%
- Public Library: 9%
- Home: 10%

Key Result: Through DISCUS – South Carolina's Virtual Library, administered by the State Library, K-12 school children retrieved over 1.3 million full text articles – a 41% increase from FY 2001.

K-12 DISCUS Access
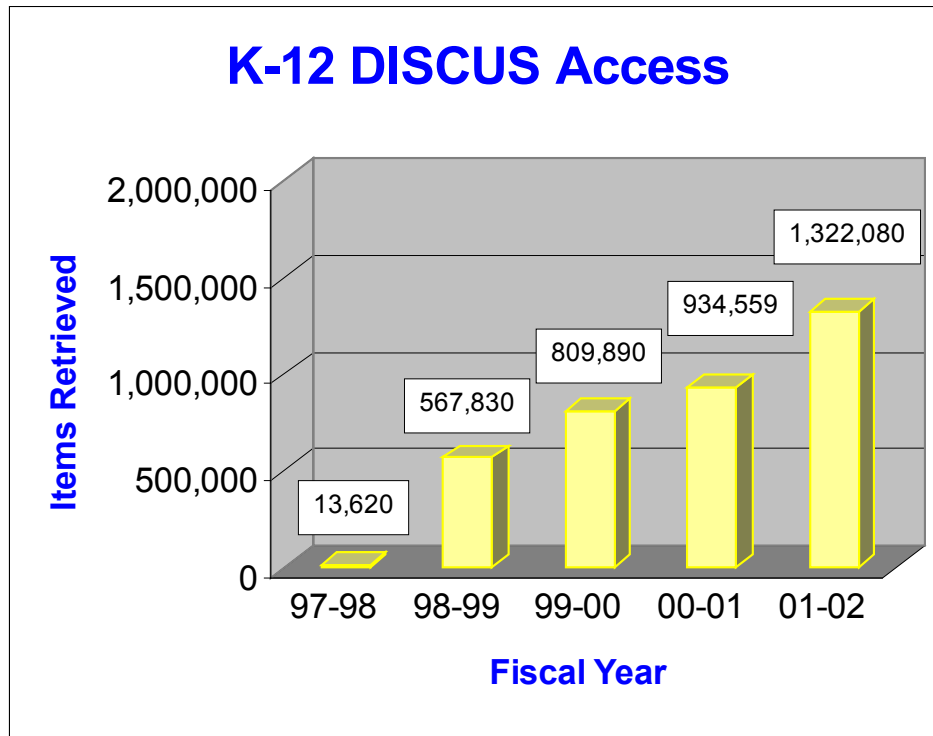
Note: The above data only reflects usage accessed through K-12 schools. However, children in the K-12 range also access DISCUS through public libraries as well as at home.

Key Result: Through the State Library's sponsorship of a statewide summer reading program, it is estimated that 81,797 of South Carolina's children were afforded the opportunity to maintain and improve their reading skills over the summer, thereby furthering the state's literacy initiative. This is an 6% increase from last year.

Summer Reading Program

Fiscal Year	Children
97-98	64,540
98-99	73,749
99-00	75,155
00-01	77,011
01-02	81,797
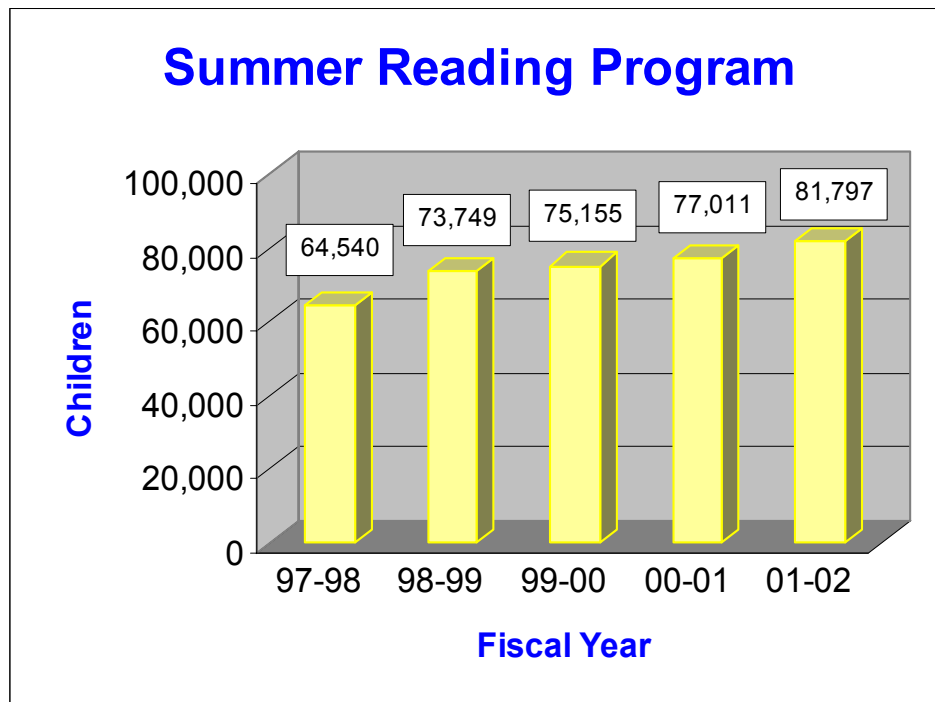
Note: FY 2002 data is based upon the average percentage change over the last three years. Actual data will not be available until October 2002.

Key Results: A 32% increase was realized in the number of contacts (i.e. site visits, telecommunications, correspondence, etc.) made during FY 2002 to public, state, institutional and other libraries to support public library initiatives.

General Consultation Services

Number of Contacts (y-axis): 1,000 to 8,000

Fiscal Year	Number of Contacts
97-98	3,050
98-99	5,021
99-00	4,961
00-01	5,825
01-02	7,693
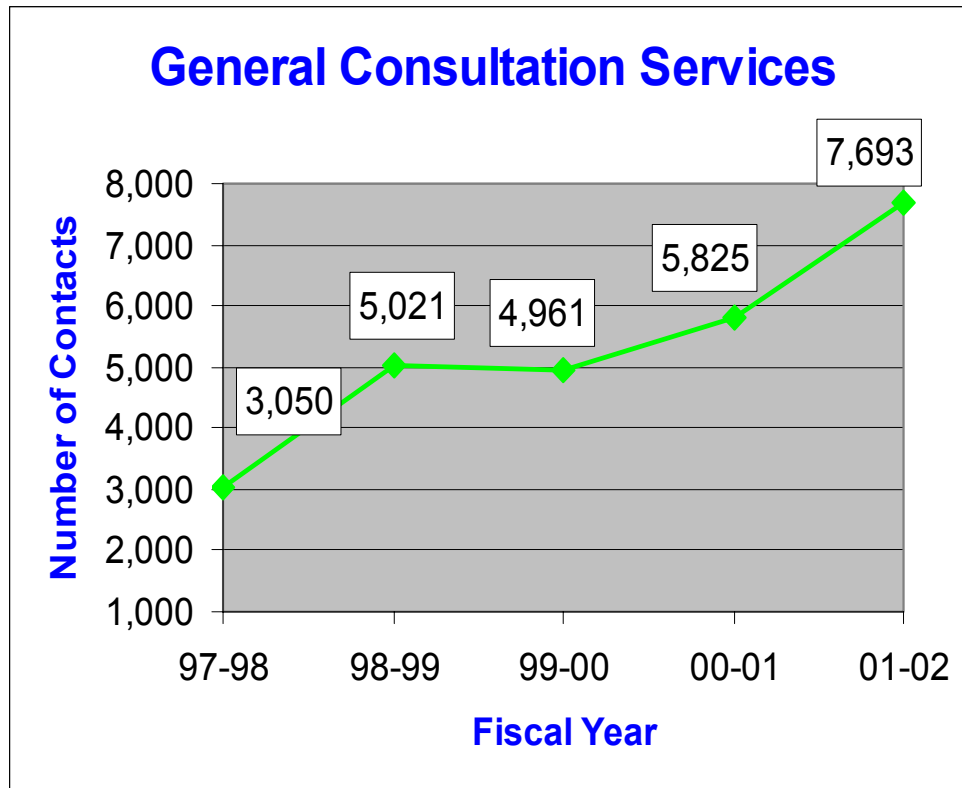
Key Results: In administering a grants-in-aid program using state, federal and bond bill funds, the State Library passed through to public libraries across the state a total of $6,902,920, a decrease of 19.5% from last fiscal year due to FY 2002 budget reductions. These funds were used to maintain public library programs, services and facilities.

Grants-in-Aid Distributed to Local Libraries

Fiscal Year	Total
97-98	6,611,671
98-99	6,449,323
99-00	8,458,548
00-01	8,579,002
01-02	6,902,920

Legend: State, Federal, Earmarked, Total
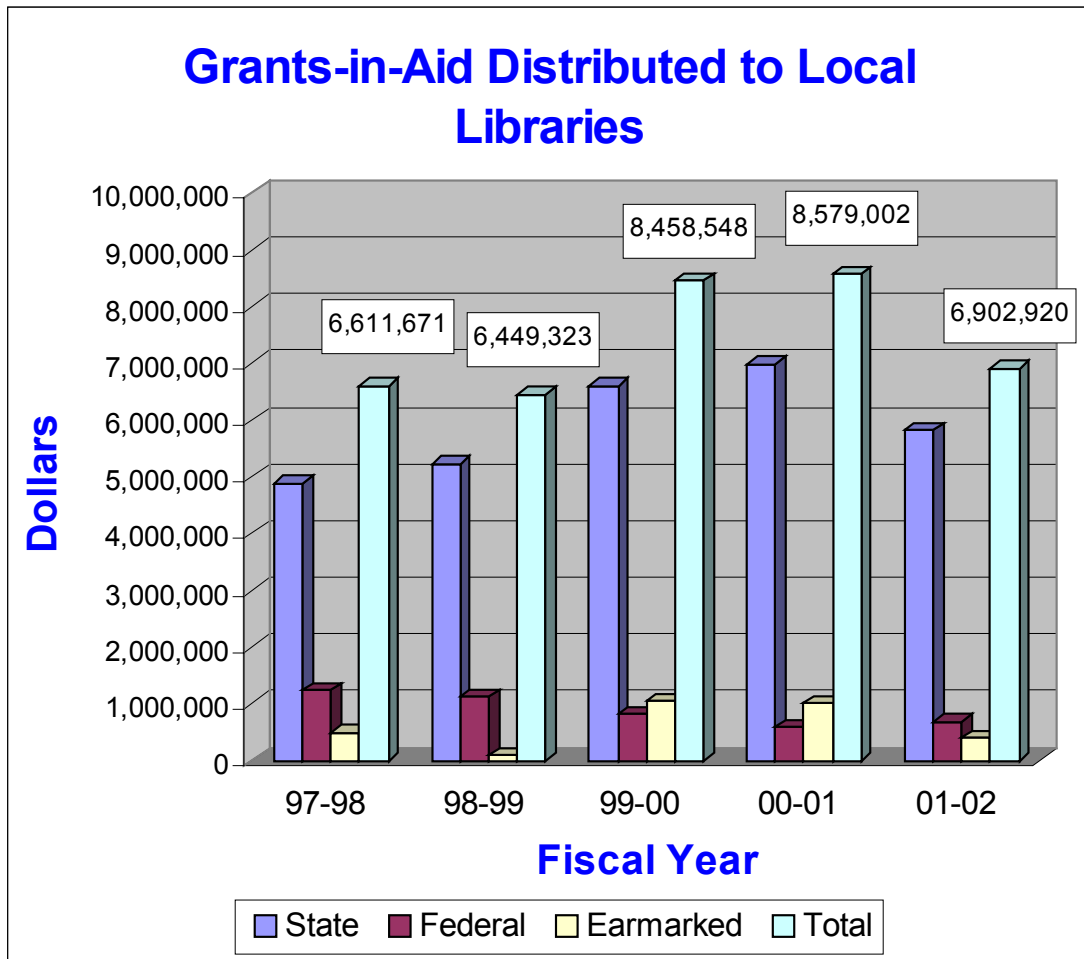
Key Result: Due primarily to the Gates Training grant, the State Library sponsored 51% more training events during FY 2002. This training enhanced the skills of 2,724 employees of public libraries and state government agencies in using library services, which was a 50% increase from last year.

Training Events

Number of Workshops vs Fiscal Year

Fiscal Year	Number of Workshops
97-98	54
98-99	67
99-00	58
00-01	115
01-02	174

Training Events

Number of Participants vs Fiscal Year

Fiscal Year	Number of Participants
97-98	1,169
98-99	1,459
99-00	1,108
00-01	1,815
01-02	2,724